



## Workforce Implementation Team

Missouri Strategic Initiative for Economic Growth

### Strategies, Tactics and Action Plans

The strategies and tactics below were developed by the Steering Committee with input from the Regional Planning Teams, White Papers, public comments, and numerous surveys. The Action Plans and time frames were developed from the feedback from the regional forums and multiple discussions with the Steering Committee regarding priorities and sequencing.

- Most of the tactics begin in years one through three.
- Years four and five will primarily be focused on continuing and enhancing efforts begun in the first years of the five-year implementation period.
- A select few tactics are recommended for initial undertaking in years four and five.
- Tactics refer to the year of initiation. The majority of tactics will be ongoing.

Further details regarding the tactics and suggested best practices can be found in the Final Report of the Missouri Strategic Initiative for Economic Growth.

“Implementation Teams” are formed for each of the eight strategies consisting of 10-20 persons that are leaders relating to that respective strategy.

The **purpose** of the Implementation Teams is to:

- Develop more detailed action steps for each tactical plan, including identifying which entities or persons should be involved, what resources are needed for proper implementation, the proper steps for implementation, and establish and commit to a timeline.
- Review and evaluate, on a quarterly basis, the progress of implementation of tactical plans to insure successful completion, and make adjustments as needed.
- Evaluate, on an annual basis, all the tactical plans within their strategy to determine if additions or revisions should be recommended to the Steering Committee.
- Provide an annual report to the Steering Committee, which will be included in their annual report to the Governor.

The composition of the Implementation Teams would be key leaders relating to that particular strategy, and also include some members of the applicable “Industry Councils” that relate to that strategy.

## Strategies Scorecard, November 21, 2011



On Schedule



Needs Improvement



Behind Schedule

**Strategy 1:** Missouri will attract, develop and retain a workforce with the education and skills to succeed in a 21<sup>st</sup>-Century economy. **Champion:** Julie Gibson



Implementation team completed.



Strategy metrics completed.

**Tactic 1.1: Develop a tuition forgiveness program for qualifying Missouri high school graduates to attend Missouri colleges and universities.**

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**Action 1.1.1:** Assemble a meeting of department directors from DED, DESE, and MDHE and high level representatives from MCCA to identify action items for this tactic and name a working group and group lead. **Completed 7/28/11.**



**Action 1.1.2:** Development of the details of the tuition-forgiveness program using reference existing best-practice programs from other U.S. states that have proven to be effective and sustainable. **Targeted Completion Date:** March 1, 2012



**Action 1.1.3:** Launch campaign to promote the benefits of the tuition-forgiveness program in public venues, the media and among key legislators. **Targeted Completion Date:** December 1, 2012



**Action 1.1.4:** Introduce enabling legislation with the chosen programmatic parameters. **Targeted Completion Date:** January 1, 2013.

**Tactic 1.2: Develop a statewide assessment to measure and certify core competency skills of Missouri's graduating high school seniors. Assessment would be informed by college- and career-readiness criteria.**

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**Action 1.2.1:** Assemble a meeting of high level representatives from DED, DESE and MDHE to identify action items for this tactic and name a working group and group lead. **Completed 7/28/11.**



**Action 1.2.2:** Empanel a Curriculum Committee consisting of key leaders across academia and the private sector to debate and design a training protocol for inclusion in existing coursework or as a stand-alone capstone course for high school seniors. The committee should collaborate with the public workforce system and the two-year colleges to ensure alignment of all assessments (see Action item 1.4.3). **Targeted Completion Date:** March 1, 2012



**Action 1.2.3:** Conduct outreach to local education providers, elected officials, business people and parents to inform them of the rationale behind, process for, and expectations of the skills-development and assessment process. **Targeted Completion Date:** May 1, 2012.



**Action 1.2.4:** Develop assessment and Intervention protocols for students not making adequate progress and/or teacher-training to optimize educators' abilities to prepare students in these disciplines. **Targeted Completion Date:** June 1, 2012.



**Action 1.2.5:** Develop and launch capstone standardized skills-assessment examination to gauge students' aptitude in the skills higher education officials and employers deem necessary for success in both environments. **Targeted Completion Date:** December 1, 2012.

**Tactic 1.3: Partner with the state's colleges and universities to ensure students remain in Missouri after graduation.**

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**Action 1.3.1:** Assemble a meeting of high level representatives from DED, DESE and MDHE to identify action items for this tactic and name a working group and group lead. In addition, discussion will include whether to combine this tactic with Tactic 1.1. **Completed 7/28/11.**











**Action 1.3.2:** Identify and assess current programs to link college and university students and graduates with opportunities in local businesses. **Targeted Completion Date:** March 1, 2012.



**Action 1.3.3:** Feature all current professional job placement openings and internships on a single, easy-to-use website. **Targeted Completion Date:** March 1, 2012.



**Action 1.3.4:** Brand and aggressively market program(s) and tool(s) to students in all media, events and on-campus sites where they visit. **Targeted Completion Date:** March 1, 2012.

	<b>Action 1.3.5:</b> Enhance the program by adding components such as a social media engagement campaign, celebrity ambassadors and other elements. <b>Targeted Completion Date:</b> March 1, 2012.
	<b>Tactic 1.4: Develop optimized and coordinated cluster-based career-training pipelines, protocols and assessments.</b>
	<b>Action 1.4.1:</b> Amend Competency Models as necessary and develop new models to align with the target industries recommended by the Strategic Initiative for Economic Growth. <b>Targeted Completion Date:</b> July 1, 2012.
	<b>Action 1.4.2:</b> Customize the Missouri Connections portal to reflect the state's growing job clusters. <b>Targeted Completion Date:</b> August 1, 2012.
	<b>Action 1.4.3:</b> Introduce, define and provide recommendations for implementing stackable credentials based on competencies to workforce and education partners, the Governor's Office and the Department of Higher Education. <b>Targeted Completion Date:</b> June 1, 2012.
	<b>Action 1.4.4:</b> Establish partnership between state officials and local and regional training providers to align degree programs and curricula with the Competency Model assessments based on employer needs. The partnership should also include collaboration building on "Programs of Study" established by DESE to ensure further alignment for competencies. <b>Targeted Completion Date:</b> June 1, 2013.
	<b>Action 1.4.5:</b> Brand career-pipeline program and aggregate all existing information, databases and online tools on a website corresponding to the newly branded effort. <b>Targeted Completion Date:</b> July 1, 2012.
	<b>Tactic 1.5: Provide a streamlined workforce training incentive for expansion and relocation prospects coordinated through Missouri's community college network.</b>
	<b>Action 1.5.1:</b> Continue the process begun in the 2011 Missouri legislative session of securing consensus and approval for modifying existing policies or initiating new policies to support the streamlining of existing workforce development programs to reflect "best practices" of other recognized states and recommendations from participating companies and site selection consultants ("Compete Missouri" legislation). <b>Targeted Completion Date:</b> June 1, 2012
	<b>Action 1.5.2:</b> Brand optimized workforce training incentive and incorporate as a critical piece of the state's internal and external marketing initiatives. <b>Targeted Completion Date:</b> August 1, 2012.

## DRAFT - Performance metrics:

Performance metrics will provide the framework for the Governor, Steering Committee and other stakeholders to evaluate progress throughout the five year *Strategic Initiative* period. In addition, the Department of Economic Development and the Missouri Technology Corporation will adapt their reporting processes to correspond with these metrics.

Strategic Cycle		Base Data	Goal	Goal	Goal	Source Used
			2016	# Change	% Change	
General	Increase in payroll employment (seasonally adjusted)	- Sept, 2011: 2,648,300				MERIC
	Decrease in state unemployment rate	- Sept, 2011: 8.7% (Prior 6-year average was 7%)				MERIC
	Increase in median household income (inflation adjusted)	- 2010: \$46,184 (Prior 5 yrs = 1.2%/yr.)				BEA
	Increase in average weekly private sector wages	- 2011: \$798				<a href="#">QCEW</a>
Strategy 1	Increase of graduates that have passed assessment.	(Not available)				
	Increase of post-secondary grads that remain in state to work	(Not available)		-		
	Increase of post-secondary grads in targeted clusters (degree or certificate)	(Not available)				